USACE-Environmental and Economics Conference

Using Intranet Sites to Maximize Effectiveness of Communities of Practice

(Lessons from the Field)

Daniel Small
South Atlantic Division
Atlantic Division
Planning -Environmental
Information Management

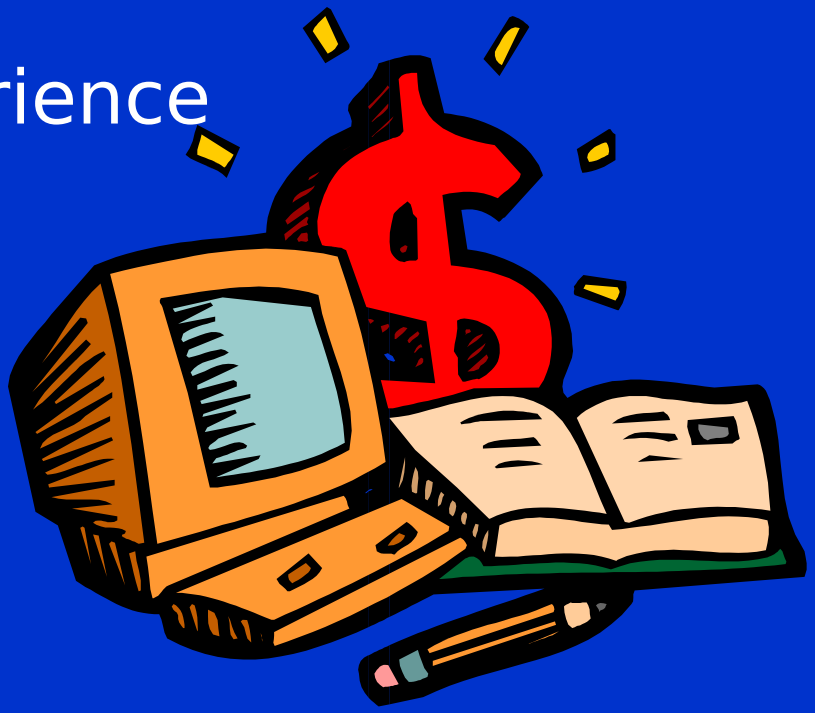
Kenneth Lamarca
South

Communities of Practice

Tuesday April 13, 2004

Knowledge Management (KM)

- Data
- Information
- Is perishable
- Cost money
- Knowledge
- Wisdom-experience



USACE Knowledge Management (KM) Program:

http://www.usace.army.mil/ci/km/kmstratplankmprog.html

Three critical areas of USACE KM Program

People:

- Have knowledge (explicit and implicit)
- Produce knowledge
- Use knowledge
- Make decisions based on knowledge

Content:

- Data
- Information
- Knowledge
- Business processes and procedures

Technology-e-tools that enable knowledge:

- Capture
- Storage
- Delivery

Cultural Paradigm Shifts

Paradigm shift- not in technology but perceptions

Perceptions of how we:

- Manage activities and people
- View and value people
- Approach problems

Paradigm shifts are never evolutionary

Communities of Practice (CoPs)

(USACE2012 and Communities of Practice (CoP))

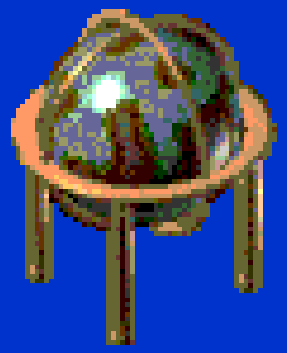
Command Planning Group- (CEPG)-15 October 2003

- Communities of Practice
- Centers of Corps learning organization
- Where sharing is the norm

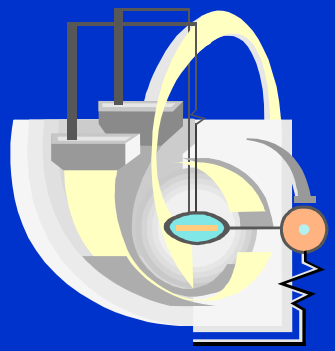
Culture and KM

Culture -the way in which things are done

KM: 90 percent culture and 10 percent technology



+



= KM

Cultural Challenges to Sharing with CoPs

Technology instead of people

Psychological barrier

Knowledge is power

Pride

Not realizing importance

Lack of trust

Lack of time

Others Cultural Challenges

- ✓ Functional pipelines
- ✓ Individualism
- ✓ Poor means of knowledge capture
- ✓ Inadequate technology
- ✓ Internal competition
- ✓ Top Down decision-making

Systems

Active push:

- Information sent just in case it might be needed
- Not what is in the in box

User pull:

- Users acquire information
- Based on current information requirements

Intranet Versus Internet

Intranet:

- User pull
- Closed, confined to a single organization
- Not necessarily a single site
- Manageable across virtual boundaries

Internet:

- Active push
- Open
- Not easily managed

Intranets' Benefits to CoP's

- Link to effective business lines' practices and processes
- Improve internal communication
- Immediate delivery of information
- Minimize learning curves
- Enhance process efficiency and workflow
- Enhance knowledge capital
- Strengthen teamwork
- Enhance information access and quality
- Improve organizational information patterns
- Improve collecting-distributing information
- Encourage distributed decision-making
- Support goal directed activities
- Culture the way in which things are done

Effective Intranet Sites

- Useful content
- Easy navigation (intuitive layouts)
- Aesthetic appeal
- Linked to business lines and processes
- Discussion forum
- Support information sharing
- Support doc management and distribution
- Automates work processes
- Encourage distributed development and management (system analysis)

Communities of Practice for Knowledge Exchange - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Search Favorites Media

Address https://sadnet.sad.usace.army.mil/planning1/default.htm Go Links

U.S. Army Corps of Engineers
South Atlantic Division *IntraNet*

Communities of Practice | Expertise Center | Regional Cells of Excellence | Regional Board | District Sites

Planning and Policy

Guidance: National | Regional | Decision Documents & Models | Conferences/ Workshops | Interest Groups

District Sites

Welcome to South Atlantic Division's Planning and Policy Home page. We are a regional planning office serving as a catalyst for our five districts. Using a virtual homepage, we seek to enhance organizational learning and staff development through timely support, knowledge exchange, and open communication across geographic and organizational boundaries. Please contact us (404-562-5224) with any comments or suggestions.

communities.htm

Environmental Community of Pracitice - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Search Favorites Media

Address https://sadnet.sad.usace.army.mil/planning1/cop%20environmental.htm Go Links

U.S. Army Corps of Engineers
South Atlantic Division *IntraNet*

Communities of Practice | Expertise Center | Regional Cells of Excellence | Regional Board | District Sites

Planning and Policy

Guidance: National | Regional | Decision Documents & Models | Conferences/ Workshops

Environmental On-line Discussion Forums

Lead: Barnett, Dennis CESAD-CM-PE 404-562-5225

District members:

William Adams CESAW-TS-PE 910-251-4748 (Chief, Environmental Resources Section)
Glenda Ashford CESAD-CM-P 404-562-5222 (Environmental Team Leader)
Frank Yelverton CESAW-TS-PE 910-251-4640 (Environmental Team Leader)
Philip Payonk CESAW-TS-PE 910-251-4589 (Environmental Team Leader)
Alan Shirey CESAC-PM-TE 843-329-8166 (Chief, Environmental Resources Section)
David A. Coleman CESAS-PD-E 912-652-5327
Kenneth Dugger CESAJ-PD-EG 904-232-1686 (Chief, Gulf Coast Section)
Ivan Acosta CESAJ-PD-EP 904-232-1693 (Chief, Special Projects Section)
Barbara Cintron CESAJ-PD-ES 904-232-1692 (Chief, South Florida Section)
Hugh McClellan CESAM-PD-E 251-694-4101 (Chief, Environment and Resources Branch)
Diane Findley CESAM-PD-EI 251-694-3857 (Leader, Inland Environment Team)
CESAM-PD-EC 251-694-4141

MFRs from mon

Operatin
USA
USA
SAD
SAD

Coastal Ecosy

Internet

New Page 1 - Microsoft Internet Explorer

File Edit View Favorites Tools Help

Back Search Favorites Media

Address https://sadnet.sad.usace.army.mil/planning1/turtles.htm Go Links

U.S. Army Corps of Engineers
South Atlantic Division *IntraNet*

Communities of Practice | Expertise Center | Regional Cells of Excellence | Regional Board | District Sites

Planning and Policy

Guidance: National | Regional | Decision Documents & Models | Conferences/ Workshops | Interest Groups

Other Protected Resources

South Atlantic
FY04 Turtle Take Chart

S E Regional Biological Opinion 1995 1997
Gulf Regional Biological Opinion
NMFS Transmittal Letter
Corps Position

Turtle Links:

Hopper Dredges-Weekly Schedule

Sea Turtle Data Collection Forms:
(1) Endangered Species Observer Program
(2) Post-project checklist Observer sheet drawin

After Action Review
Hopper Dredging Project

ERDC Sea Turtle/Hopper Dredging Issues and Recommendations

SE-Gulf Hopper Dredged Navigation Channels

South Atlantic Division Hopper Dredge Protocol

Applet fphover started

Internet

CoPs-Lessons Learned

- Accept learning experiences and learning curves
- Be patient
- Accept that trust
    - Takes time
    - Leads to more productivity and sharing
- Focus on people, not technology
- Be sensitive to cultural challenges

Hyperlink

- Maximize available resources
- Eliminate duplication